

CHANGING THE WAY WE COMMUNICATE CHANGE

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**IN YOUR CURRENT OR PAST ROLE
HAVE YOU EVER HAD TO
COMMUNICATE A CHANGE?**

DID IT GO WELL?

**IF IT DIDN'T, DID COMMUNICATIONS
GET THE BLAME?**



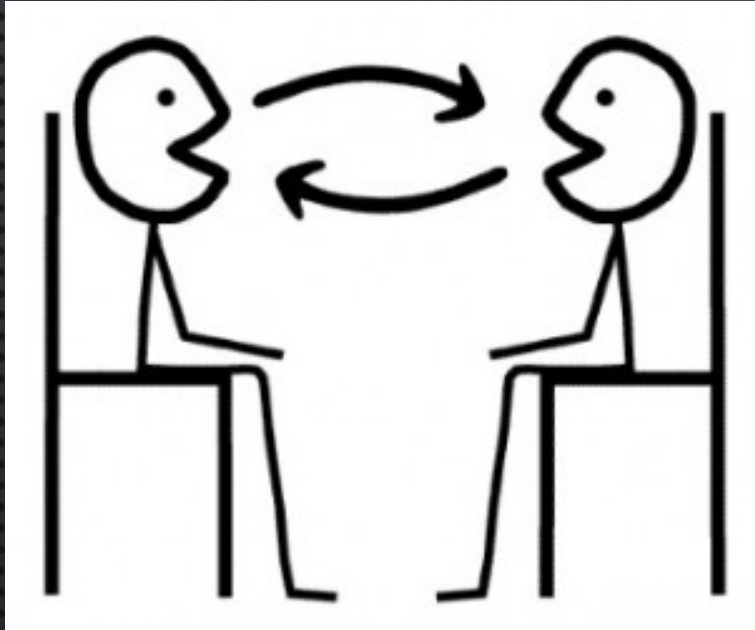
Communication leaders are under **constant pressure** to influence stakeholder perceptions and behaviors to drive outcomes for their organizations.

COMMUNICATIONS \neq CHANGE MANAGEMENT

*They are **NOT** the same,*

*But **NOTHING** can successfully change
without communications*

COMMUNICATIONS



Relaying information to help people become aware of the details of a change.

CHANGE MANAGEMENT

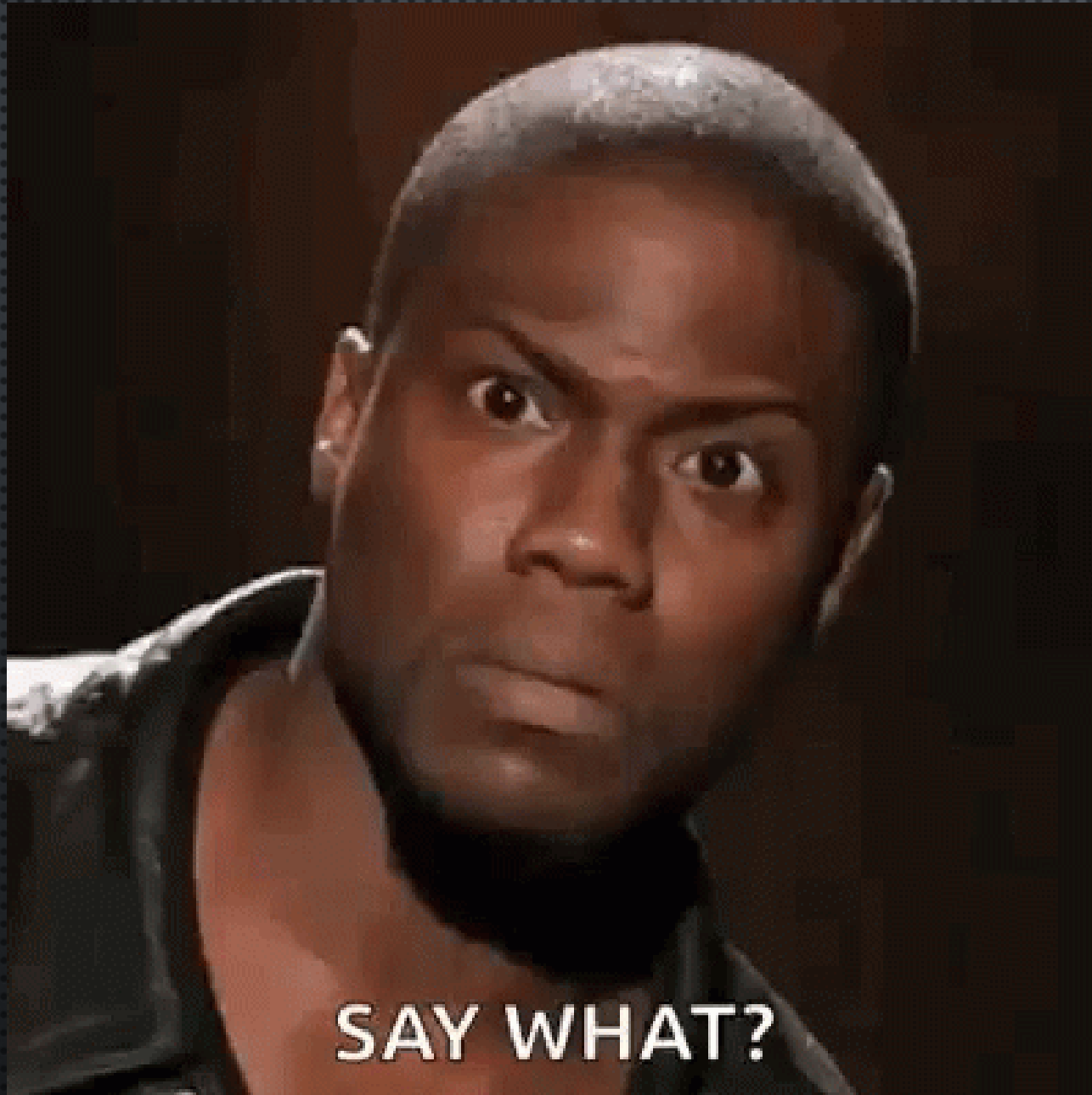


Attending to people's needs and fears to help them become willing and able to change and sustain the change.

IT'S ABOUT PEOPLE

*Managing the people
portion of change*





For Change
Management to
REALLY work
Communications
MUST be involved
from the very
Beginning



Take home
laptops for
every high
school student

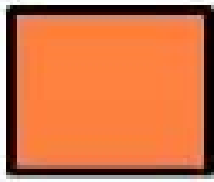
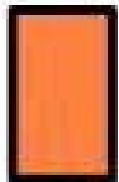




**Current
state**

**Transition
state**

**Future
state**



Change management



Change
is a
Process

Start with the Five Ps

Project Name



What is
the project?

Purpose



Why we
are changing?

Particulars



What we
are changing?

People



Who will
be changing?

Pay-Offs

What will we ultimately achieve?

What does this look like for your project?

COMMUNICATIONS vs CHANGE MANAGEMENT

- Who
- What
- When
- Where
- Why

Who

Who

Who

Who

Why

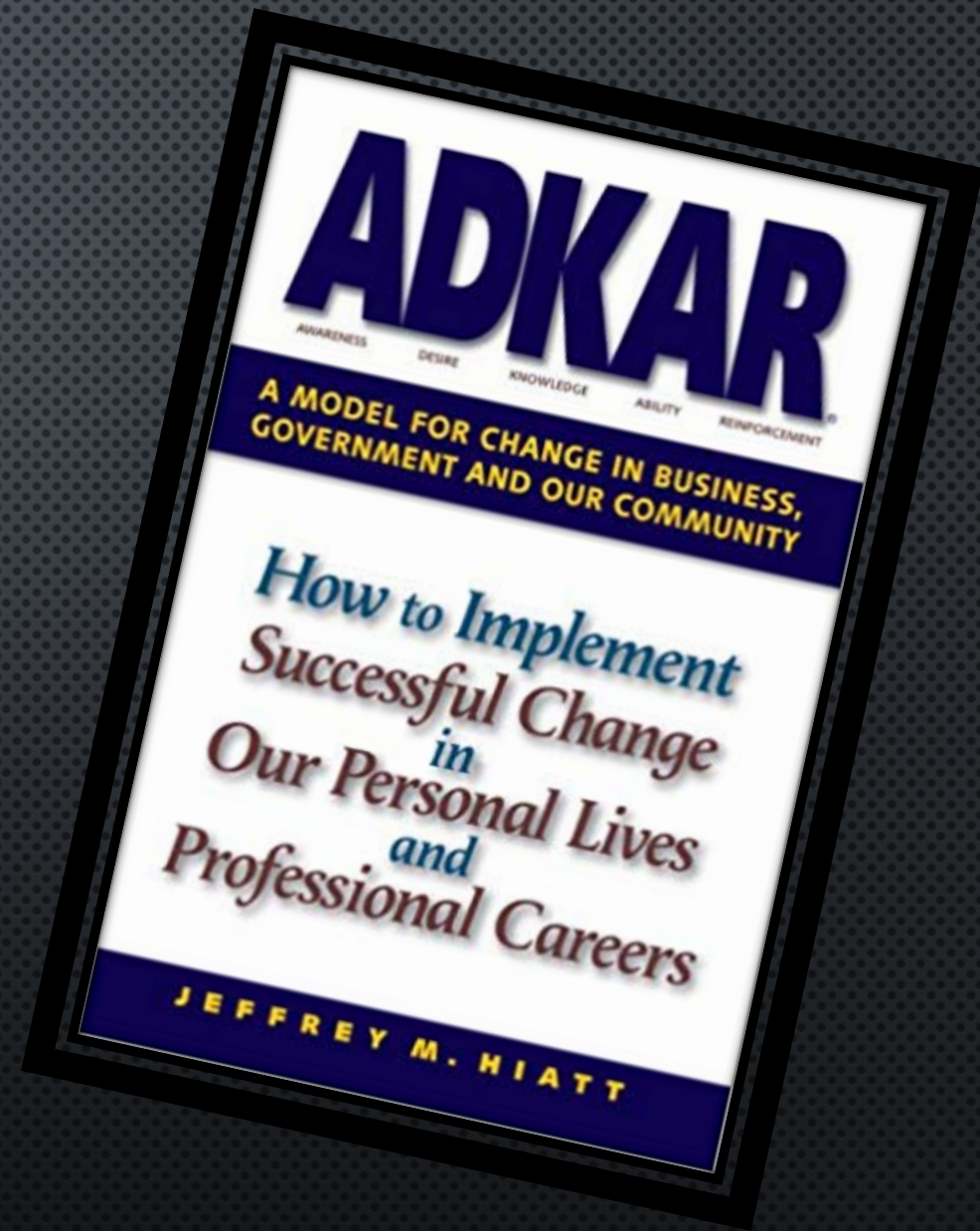
What's in it for me?

What are the risks if I don't change?

What do I need to do?

What challenges will I have?

Where can I go for help?



A

AWARENESS OF THE NEED FOR CHANGE

D

DESIRE TO SUPPORT THE CHANGE

K

KNOWLEDGE OF HOW TO CHANGE

A

ABILITY TO DEMONSTRATE SKILLS & BEHAVIORS

R

REINFORCEMENT TO MAKE THE CHANGE STICK

Five Building Blocks for Successful Change



BUILDING AWARENESS \neq COMMUNICATIONS



But it does involve communicating the answers to several important questions:

Why is the change necessary?

Why is this change happening

What is wrong with what we are doing now?

What will happen if we don't change?

There is a Human Need to Know Why

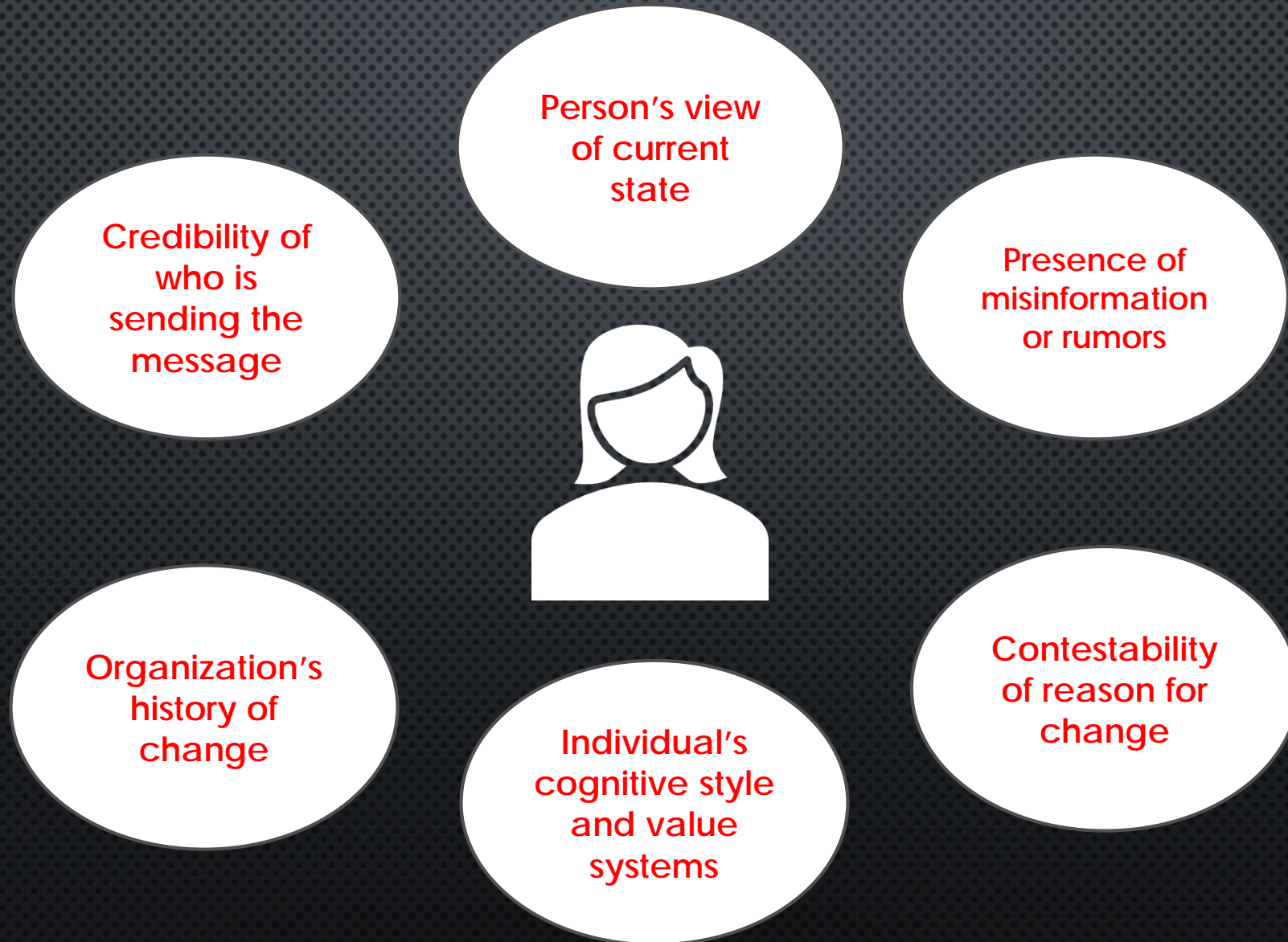
But 'Why?'



Building Awareness is

- Making a person aware of the nature of the change
- **WHY** it is needed
- And the risks of not changing

Barriers to Building Awareness



Providing the right information to the right people at the right times so they are **AWARE** of what's happening, when, and why.

As their awareness increases, so does their **DESIRE** to change



CREATING DESIRE

≠ COMMUNICATIONS

But it does involve

Learning about the challenges from the end user perspective (those you are asking to change)

Empathizing with the person to undergo the change

Understanding and looking for patterns and insights to understand the barriers to change

Planning for resistance



Change involves a personal choice to participate



Creating Desire

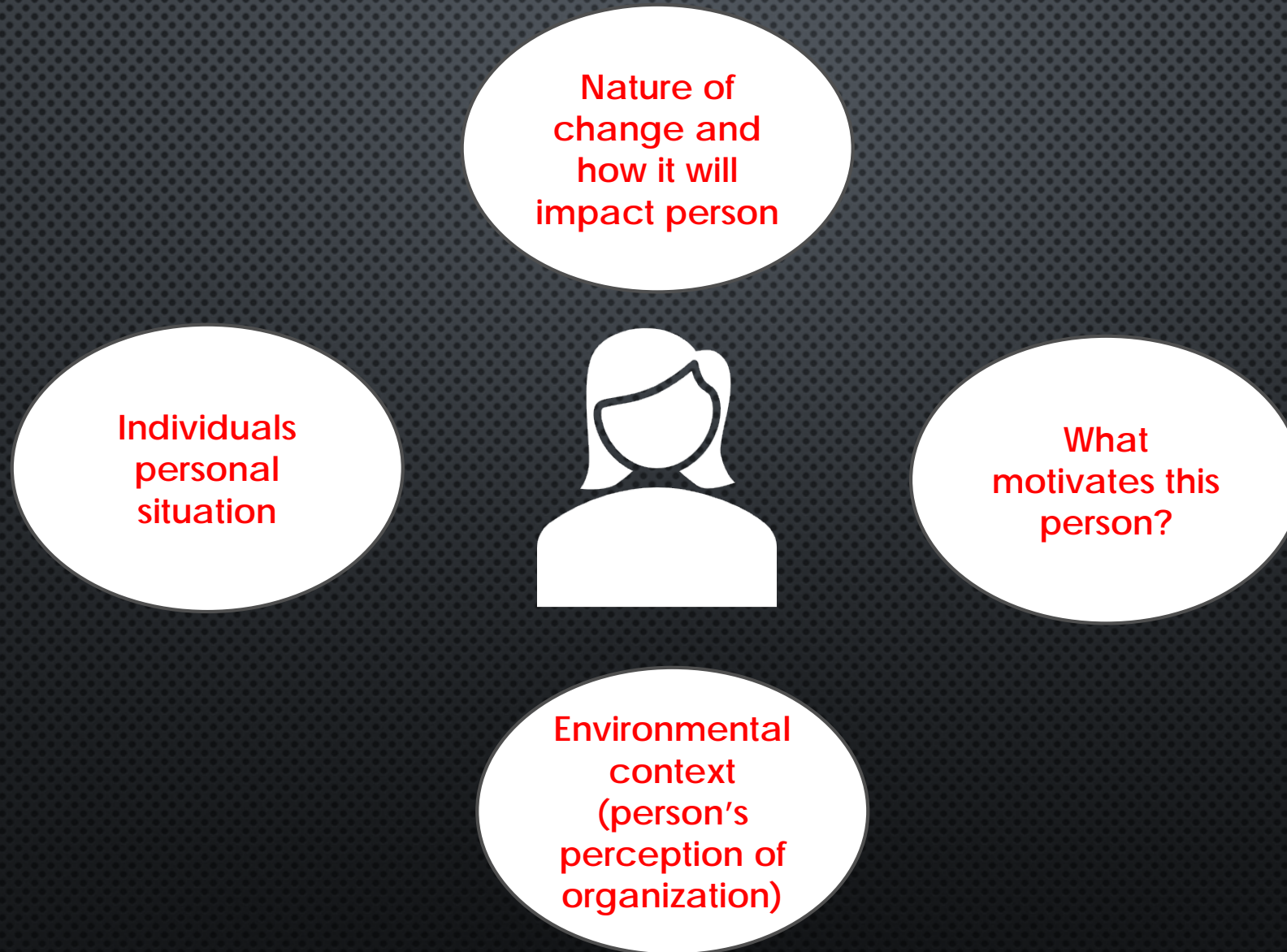
- Must appeal to logic but also emotion
- Must address resistance, risk, and barriers
- Must answer What's in it for me? **WIFM**

Plan for Resistance



**Resistance
is NORMAL**

Resistance Barriers to Building Desire





When Building Desire

- Have a clear vision and roadmap that outline the vision and MAKE SURE others outside of communications share and can recite the vision
- Communicate the vision and roadmap consistently and visibly
- Create energy around the future state
- Engage people in the process

Create opportunities for two-way communications and face-to-face communications

Identify champions and build a coalition of sponsors to make personal appeal and engage with others

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REINFORCEMENT TO MAKE THE CHANGE STICK



When a person has the **AWARENESS** of the need for change, and the **DESIRE** to participate and support a change, **KNOWLEDGE** is the next building block for realizing that change.

Knowledge includes

- Understanding how to change
- Learning new skills
- Training on new processes and tools
- A place to go for help

Factors Influencing Knowledge of How to Change



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